

# ISLE OF WIGHT STEAM RAILWAY

**The Isle Of Wight Railway  
Company Ltd**

**Strategic Vision**

**6<sup>th</sup> June 2009**

**(Revised 2017)**

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## Section I – Introduction and Background

In May 2007, the board of the Isle of Wight Steam Railway (the Railway) created a Forward Planning Sub-Committee (FPC) whose brief was to consult widely with volunteers, staff and members, seeking a broad consensus on the future direction of our organisation, and in so doing to determine and set out a long term vision and strategy plan for the Railway, against which it could set annual and periodic objectives and budgets.

After a number of drafts and much consultation, the Strategic Vision prepared by the sub-committee was adopted by the board in May 2009 and placed in the public domain a month later. It was acknowledged from the start that the document was never intended to be a one-off set of proposals frozen at the date of adoption and it was agreed that it should be reviewed every two years. This is the current version.

### Continuing Consultation

The FPC will continue to consult, where appropriate, over changes and updates to the forward plan at its periodic reviews. Many of the policies and papers referred to in the original vision statement will continue to underpin revised versions of the vision document as they are published (see appendix I).

### Setting the Framework

The first question the FPC asked was “What we are planning for?”

In attempting to answer that question, one is immediately subject to a host of differing views and opinions. For example, one starting point could be encapsulated in what might seem a perfectly reasonable mission statement such as *"The Isle of Wight Steam Railway seeks to recreate the pre-1966 atmosphere by running Island locomotives hauling Island carriages through Island stations"*

However, this statement makes an assumption that everyone wants to run a 'heritage' railway and re-create past eras; but it is clear that not everyone necessarily agrees that this is what we should do, and, even if we do want to do it, there are those who don't believe it is possible. So just defining and agreeing what we are here to do is contentious!

Therefore, throughout our deliberations, we have considered a number of issues:

- how to balance people's individual desires and (sometimes) single-mindedness with the views of others
- how to overcome resistance to change
- how to overcome resistance to something that may fall outside one's comfort zone
- how to satisfy very real concerns in some quarters about taking any risks, presumably (and understandably) to avoid financial problems or loss and/or damage to historical artefacts
- how to satisfy the varying needs and desires of our management, staff, and volunteers
- how to meet the needs of our visitors and maximise their experience

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- how to expand our personnel and financial resources to ensure the Railway not only copes with the day-to-day issues, but is able to tackle the long-term desires

This document acknowledges that these issues exist and suggests the broad approach and some of the steps that need to be taken so they can be overcome, to avoid the Strategic Vision document being consigned to the 'nice idea but too difficult' pile and ignored. It continues to require determination and the continued full backing of the board and management team to ensure proposals are implemented.

From the consultations already undertaken, the FPC has taken into account the view of board members and managers that we have a duty to maintain and preserve what we already own, giving priority to developing our current operations, and not putting at risk all that has been achieved. The board will therefore only proceed with each element of the plan as it can be afforded, and each element will be benchmarked against how it impacts on other elements of our operation.

### **The Nature of This Strategic Vision Document**

This Strategic Vision is not a 'business plan' in the traditional sense. It does not prioritise or list the order in which individual items or projects will or should be undertaken and similarly it does not set out detailed costings or look in detail at future funding sources.

It is a long-term strategy document, setting out policies, principles and proposals to guide our thinking and decision-making over the next 20 years (and beyond), and it states and provisionally allocates future land and property use to ensure we operate, develop and grow in a coherent and organized manner. In this sense the document is perhaps similar to a local authority 'Structure Plan'.

However, during our work on this document it has become clear that it would be helpful to give some guidance on which items need attention sooner than others and which projects can be undertaken more easily and quickly than others. Furthermore, early on it quickly became clear that it is pointless considering a detailed set of costly proposals if there is no regard to whether we will ever be able to afford it. Section 4 therefore, looks at how 'financing the vision' might be achieved and whilst it does not look in detail at future funding sources, it sets out the first steps required.

Overall, we believe the policies and proposals contained within this document are realistic and achievable over time.

## **Section 2 - Securing the Future**

Over the past forty-six years, the Railway has benefited from a wide range of skills which are available from within its membership, employed staff and volunteers - people who demonstrate a willingness to give substantial amounts of their time, expertise and, often, money to securing 'a little piece of the past'.

Through this considerable goodwill and input, we have achieved and secured much more than just a small piece of the Island's railway history. We have grown the operation, more than

doubled the length of the line, engaged full and part time staff, bought land and property and embarked upon an ambitious plan of restoring and recreating numerous items of rolling stock. The Railway now turns over c. £1.5million per annum, employs 23 permanent and 8 seasonal staff and contributes significantly to the Island's economy. However, despite recent developments, the Railway still faces significant challenges. For example:

- The current engineering workshop was not designed as a place of employment and is inadequate for our current needs
- Despite a steady increase in membership numbers, the age profile of our members is increasing in common with that of most heritage railways.
- The company retains a host of historic artefacts which currently cannot be conserved, stored or displayed to their best advantage in an appropriate environment
- Despite a recent major refurbishment the shop needs to be larger
- The building housing the company offices and educational facility is in poor condition and has long outstayed its temporary planning consent. A refurbishment was carried out in 2013 but a permanent solution is required
- Aesthetically, the quality of visitor reception needs improving

To overcome these ongoing issues and to actively flourish, we must first recognize and accept certain realities which shape our venture and our people resources.

We are a working and living museum of Island railway history and as such an operational railway, with all the statutory and safety issues that presents.

We sit firmly within the leisure industry and have to operate in a business-like manner.

To meet our objectives, survive and flourish we must continue to succeed financially and balance the books. To develop and expand further we must maximize revenue, seek grant aid and additional sources of funding, and maximize the return.

The leisure industry today is very different from twenty or thirty years ago. To 'Travel as Grandad Did' is not enough. We acknowledge that we have to actively compete for the attention of the public against other places of interest: the beach, sport, cinema, online and home-based leisure activities and a myriad of other pastimes and activities available. Of course there are a number of people who will visit and support us because they love railways and steam; but we must identify with, serve and please our visitors, giving them a worthwhile and enjoyable experience. We must acknowledge and remember that for many people, the quality of our car park, refreshment facilities, shop and toilets is as important as the train ride and museum!

In the same way that we compete for paying visitors, we also have to compete for people to operate and maintain our Railway. There are now many more options available to people, especially younger people, as to how to spend their leisure time. There are also many more health and safety, statutory and operational obligations placed upon us which can limit the ease with which we can interest and engage potential members and volunteers. In addition to encouraging new members and volunteers, we must continue to interest and engage our existing membership, staff and volunteer workforce.

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Our primary focus must be to secure a successful future for our Railway and flowing from the issues raised above, there are seven key, but intertwined, areas on which our focus will always remain:

- Financial security
- Heritage - Meeting our preservation and heritage objectives, and fulfilling our objectives as an educational charity
- Customer Service - Maintaining excellent customer service to maximize our revenues
- Brand and Marketing - Identifying our 'brand' and exploiting it fully
- People and Organisation – Balancing the needs and aspirations of members, staff and volunteers, as well as developing a common sense of purpose and enjoyment throughout the staff and membership
- Land and Property - Securing our land and property needs and maximizing return from these assets
- Health and Safety – Ensuring that H&S legislation is used to allow work to be carried out safely, and not as a tool to prevent progress

We recognise that we have a duty to maintain and preserve what we already own, giving priority to developing our current operations and not putting all that has been achieved at risk. Therefore, in accordance with the seven principles above, we will always consider any new proposals against how it can be afforded, together with how it impacts on other elements of our operation.

In developing our key proposals we recognise that we do not act alone and in a vacuum. We need to understand who our visitors are, together with their requirements and aspirations, and we will seek their views through surveys and research. This will influence future developments as the key proposals are implemented.

In focusing on, and securing buy-in to these key areas at all times, we will ensure that the Railway continues to keep the history of the Isle of Wight railways alive.

### **Section 3 - The Strategic Vision - Key Proposals**

This section sets out policies, principles and specific proposals to guide our thinking and decision-making over the next 20 years, to ensure we operate, develop and grow in a coherent and organized manner. In most cases it does not go into detailed planning. Furthermore, there are some areas which still require further input and, as indicated in S.I, the Plan suggests only broad timescales.

Setting the strategy to determine priorities, source funding and to make the final decisions on the order in which individual items or projects will or should be undertaken will be addressed by the board. However, during the preparation of this document it has become clear that

certain items need attention sooner than others and that some projects can be undertaken more easily and quickly than others. Therefore this section does, in places, highlight these areas.

### **Section 3.1 - Museum**

Our whole railway is a working museum interpreting the history of Island railways and transport to and from the Island. Thus in defining what we actually mean by 'a museum', it is too narrow to simply think in terms of a room displaying exhibits, a series of interactive displays, or an archive of exhibits and documents.

Our museum status, together with our charitable educational status, is being given greater prominence throughout our operations. We are fortunate that since this Strategic Vision was originally drafted, an enthusiastic museum team has been established and is now formally recognised as the Museum & Archives Department within the railway's management structure. As a result of their hard work, we have achieved eligibility status and are recognised as 'Working towards Accreditation'. Accreditation is the UK standard for museums and galleries which defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide museums to be the best they can be for current and future users. This scheme is overseen by Arts Council England and once gained, the Railway will seek to retain accredited status through periodic reviews.

The Railway as a Museum - Our overall objective is to provide open visitor access wherever possible and to put on show as many of our artefacts, exhibits, heritage rolling stock and interpretive elements as practical. Therefore, our historic buildings and structures will be retained and maintained for public access wherever possible; our rolling stock will be restored and operated and/or displayed for public benefit and we will operate in a manner that recreates bygone eras from the mode of train operation to the style of our staff uniforms. We will continually monitor and assess access to improve the visitor experience.

We are beginning to develop an interpretive trail in different locations around Havenstreet station. Future elements might include a demonstration parcels/left luggage office, a lever-frame and signal post, wagons with demonstration vans being loaded/unloaded, a 'working' Permanent Way hut and so on. The aim is to eventually develop a series of co-ordinated interpretive attractions in their own right which will enhance the visitor's learning experience whether or not the trains are running.

#### Specialist Buildings

The *Train Story* Discovery Centre, opened in 2014, has proved to be a major asset for the railway as many of our larger artefacts, especially rolling stock, can now be stored under cover and viewed, together with the excellent interpretive material, by our visitors. However, our railway has a substantial archive of smaller documents, artefacts and other items of historical importance, many of which have been willingly given and received for our safe keeping and preservation. These urgently need a dedicated building, with suitable climate control, in which they can be displayed and/or conserved. We are considering whether this can be provided next to *Train Story*.

This strategy document commits to providing enhanced facilities for the display and interpretation of the Island's rich railway heritage, and explores how it may be housed and presented.

### **Section 3.2 - Brand Identity**

Building on the work of our heritage sub-committee, we have created a more recognisable, clear and consistent image across the organisation.

This encompasses all parts of our organisation, from staff uniforms to the style of our stationery, from our external advertising to signage around our property; from the nature and colour of building materials we use to ensuring our rolling stock liveries are consistent and correct for given historical periods.

In the early days of our organisation the ideal was to distance ourselves from the BR era, so the post-war Southern Railway era became the obvious choice; it has also been suggested that it is our 'Isle-of-Wight-ness' that sets the tone.

What could never have been envisaged in those early days was that the Railway would grow to include four stations and would also have a variety of locomotives and rolling stock from the mainland and from different periods of Island railway history.

Our educational and museum role is assuming increasing importance as the years go on - It is a sobering thought that in twenty years' time there will not be many people alive who will be able to remember what a steam operated national railway network was like, when it featured as a part of everyday life. In many cases we will educate and inform in an informal way, without the public being aware it has happened to them. The approach we take towards our broad image will be crucial to making this a success.

The work of the heritage sub-committee will continue to guide us in developing and maintaining our brand identity. They are working towards some consistency in how we portray ourselves and have a genuine desire to offer something which is as accurate and authentic as possible, given the constraints within which we have to work in the 21<sup>st</sup> century. We acknowledge the view of the heritage sub-committee that we are first and foremost a heritage railway and should not be frightened to say so, and to restore and conserve accordingly.

Following the recommendations of the heritage sub-committee the individual stations will be portrayed to represent the following eras:

- Smallbrook Junction – British Railways (Southern). The welcome receipt of a LEADER grant in 2011 led to the construction of a simple station building at Smallbrook. It was decided to present this in the mid sixties 'end of steam' style
- Ashey – British Railways (Southern) – A minimal operation, now with interpretation of the history of the area including the chalk pit operation and the racecourse
- Wootton – IW Central Railway – To be portrayed as a typical country terminus of the 1900's.
- Havenstreet – Southern Railway – The Southern Railway building and platform should form our star exhibit and be retained/restored in Southern Railway condition, with existing public facilities transferred to new structures on other parts of the site.

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(More detail on the individual stations is given in Section 3.5 below.)

However, we immediately face a problem. If we identify different historical periods for each station (as above) or for locomotives and rolling stock, can there be one consistent approach to uniforms, marketing materials and so on across the board? For example, a standard Southern Railway uniform would be out of place at an IW Central or a BR (Southern) station! Furthermore, we have given an undertaking that the two Hunslet 'Austerity' locomotives will remain in military livery. There is an opportunity to standardise entrances and information before entry to the site, but once inside, how do we establish the detail and ambience of the period we select?

We firmly acknowledge that we are in the 21<sup>st</sup> Century and that the strict heritage image to be portrayed in our core heritage areas and across our operations may need some adaptation for other areas and activities. We must identify with, serve and please our visitors, giving them a worthwhile and enjoyable experience, with a broad approach to brand identity following through from stations to all other areas of our operation. Thus, we have a generic uniform style for all operating staff.

What is essential is that a set of rules exist to ensure there is a consistent approach, and that we implement the broad approach to our brand identity wherever possible. For example, while our catering must fulfil the 21<sup>st</sup> century health, safety and hygiene regulations, and provide menus popular with today's public, we can still present the building and staff with a strong 'nod' towards the Southern Railway or other heritage era.

Since the original version of the Strategic Vision was published, progress has been made, particularly in re-branding the Refreshment Rooms and the Railway's publicity material and stationery, but we acknowledge this is only a start.

### **Section 3.3 - People and Organisation**

Every member, volunteer and member of staff has his or her own views, aspirations and desires. We will always endeavour to respect every view and aspiration and try and accommodate them as widely as possible. In so doing we will enhance and maximize the potential input from our supporters, in order to broaden and enrich the scope of our operations.

Ours is a 21<sup>st</sup> century business with an early to mid 20<sup>th</sup> century face. We will take advantage of the latest business practices, training and systems to deliver all the background services needed in the most effective and efficient way possible, so keeping the maximum amount of income available for maintenance, restoration, special projects, and further developments.

The respective roles of the board and the management will always be clearly set-out. Clear communication is essential and the relationship between the two must be positive and united in taking the Railway forward in accordance with this Strategic Vision.

Our membership is the backbone to our structure and we would like to significantly increase our membership numbers to a level appropriate to support a first-rate steam railway.

We have around 1,500 members, but far fewer volunteers. We have fewer still paid staff. The more they can complement each other the better.

We are fortunate to have many retired personnel amongst our volunteers, several of whom took early retirement from their former careers and have been able to offer us significant amounts of time. However, we recognise that, in the current economic climate, early retirement may not be an option for many people in the future. Additionally the nationally recognised retirement age is likely to rise progressively. Both of these factors could impact on our future volunteer workforce.

We recognise that, if no action is taken, our workforce balance could change from the current structure of a small paid workforce supported by a large pool of volunteers, to a larger paid workforce running the Railway on a regular basis with reduced volunteer input in all areas.

Similarly, we recognise that, if no action is taken, in 20 years' time most of the core work undertaken by our staff will be the daily operation of the Railway, together with the ongoing care and maintenance of the collections and infrastructure.

We know that many potential volunteers have an interest and skills to offer in various areas of our operation, restoration, conservation and maintenance requirements. Combining this with the fact we are running vintage stock and operating old equipment, we actively welcome all the help we can get to progress restoration and repairs as fast as possible. Wherever possible, individual projects, properly managed and planned, will be facilitated and encouraged.

We will therefore ensure our organization is capable of accommodating individuals who can devote their time and expertise to properly planned specific projects, and where possible we will ensure we provide sufficient space and materials to enable this to happen. This has the potential to gain us additional support, funds and skilled volunteer effort.

Taking the above into account we will, as a priority, develop people policies to encompass the following:

- The aspirations of our paid staff must be respected, and we will maintain a system to review and provide feedback to each individual. Our aim will be to assist the general manager to put in place the systems to grow, train, develop and reward our staff, in accordance with good HR and business practice. This should equally apply to volunteers. We will also act appropriately and in accordance with statutory requirements and best practice when an individual is not performing or a post is no longer needed
- Many of the skills required to operate our railway must be handed-on to future generations. Both locally and nationally, the pool of potential staff with general steam operating and steam engineering skills is rapidly decreasing. We will support initiatives to create apprenticeships to learn specialist trades such as boiler work
- We acknowledge that our paid staff have a responsibility to 'get the job done', so when working alongside the paid staff, volunteer input must be there to complement and assist. We will identify how to link volunteer labour with our full-time staff in every department, whilst recognising that in certain areas there may be difficulties due to the particular skills and levels of fitness required of the volunteers. However, we recognise that, ultimately, a strong and thriving volunteer sector can only benefit the drive to meet

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the overall aims and objectives of the Railway. The challenge is to develop and train volunteers with the skills required to be able to positively assist our full-time staff

- We therefore wish to develop new initiatives to seek, recruit, train and support additional volunteers, to ensure we have a vibrant and active volunteer resource. To achieve this we aim to
  - search through the membership and identify skills that may be available from within the whole membership
  - set a strategy to interest and engage individuals who possess skills and experience we need, particularly those who can offer a range of skills to take on and complete whole projects
  - set a strategy for actively securing any skills not currently available from within the membership
  - wherever possible, match the skills of a volunteer to the needs of specific departments
  - encourage commitment, as well as instilling 'belief' and 'fun' into all our activities
  - develop a youth group to recruit, train and retain younger volunteers
  - encourage an active social side to enhance inter-personnel relationships and, for those that want it, to increase enjoyment of their pastime/employment
  - be pro-active in our communications with all volunteers, assisted by improved IT facilities
  - engender and encourage a vibrant 'academy' setup, which will provide future volunteers and will be linked to educational outreach work in local schools/colleges
- We will seek ways to ensure staff and volunteers can work flexibly enough to provide longer operating days during the peak season and, where necessary, during special events
- If a need to increase permanent staffing is identified, then any increase must be commensurate with overall growth of the business and meet sound business objectives
- We will aim to ensure we provide our general manager, managers, staff and volunteers, whether in an office, in the workshop or out on the track, with appropriate training and the best available 'tools of the trade' to do their jobs effectively
- We will set objectives to grow the membership and the support – both financial and practical – that they can give. In this respect we will consider setting a target number of members to reach and we will set a strategy to achieve this.

We do not underestimate that it will be very challenging to fulfil each of the above points.

The board of directors will provide overall support and direction to the general manager, his management team and to the whole organisation. Whenever possible, the board will include individual directors with specific areas of expertise and experience to lend guidance and support to each individual department. Additionally, as a priority, we will seek individuals, probably volunteers, who can take on the challenge of fulfilling the above objectives.

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### Section 3.4 - Running Trains

The Railway requires, and will continue to require, the assets and operational practices to provide a service capable of taking advantage of all available traffic and other profitable revenue-earning opportunities, large and small, across the year. To this end we will work towards the following objectives:

#### Locomotive and Rolling Stock Operations

- A core objective is to be able to operate longer hours, particularly during the peak season and during special events. We recognize the need to be alive to the commercial opportunities and to establish ways of timetabling longer operating days. We acknowledge that, when planning for this, we may require additional staffing well in advance to prepare for longer operating days and to ensure planned maintenance schedules are maintained. We further recognise the need to be able to respond to demand to supply trains for private charters, filming contracts and other commercial opportunities.
- A core objective is to be able to operate a two-train service throughout the peak summer months and at other peak times.
- A core objective for the long-term is to operate trains daily for the five-month period from May to September. However, currently we recognise the need to exercise care in determining which days to operate, to ensure it is financially worthwhile.
- A core objective is to have the facility to operate after dark. This will be of benefit commercially, as well as re-creating another aspect of former Island railway operations. In the longer term, provision is to be made for block working initially between Havenstreet and Wootton, and eventually throughout the entire length of the line

#### Permanent Way and Signal & Telegraph

- We will signal the railway as appropriate to our historical requirements; ensuring signals remain part of the 'railwayscape', with fully operational signal boxes. However we will develop a flexible signalling system, providing the capability of everything from full block post working (for example, for special events) to a minimalist operation (on our quietest days), and for operation of as much or as little of the operational railway as we choose to use on any given day
- Retention and maintenance of heritage equipment including lineside telegraph poles and wires, and S&T equipment within the signal boxes is considered essential to our heritage, museum and brand objectives. We will aim to achieve permanent way of a sufficiently high standard to minimise maintenance requirements and we will invest in plant resources to achieve this.
- We will ensure all permanent way structures, such as embankments, bridges and culverts, are maintained and upgraded as required to ensure safe operation of trains

- While the operation of both areas need to be as simple as possible, they must maintain the brand identity of the Railway, especially in all areas seen or likely to be seen by visitors

### Locomotives

In terms of annual budgets and workforce the Locomotive Department is the largest by some margin. This focus has given us a mix of Island and other suitable locomotives which ensure steam availability on every operating day as, overall, we require a balanced fleet to meet operational and heritage needs

We have an obligation to preserve the history of Island locomotives and we owe it to future generations to ensure that opportunities for future acquisitions do not slip through our fingers.

Our objectives are as follows:

- Short-term – Our central aim is to secure a core of operational locomotives capable of maintaining the required train service. This requires three larger, more powerful locomotives with classification for running six bogie coaches or equivalent at 25mph (e.g. *Calbourne*, the Ivatt Class 2MT tanks or the Hunslet ‘Austerities’) and two smaller locomotives (e.g. *Invincible* or the ‘Terriers’)
- We will support all efforts to have our three Island locomotives in operational condition for use on our railway as often as possible
- Medium-term – The two Ivatt tank locomotives will join the two or more ‘Austerities’ as our main workhorses. Class E1 No.2 *Yarmouth* will be restored to operational condition. We wish to have one of the ‘Terriers’ fitted and operational for push-pull working
- Once eight locomotives in our current fleet are operational, we will be able to meet our train operating objectives, taking into account the requirements for 10-year overhauls, routine maintenance schedules, and allowing for loco failures
- Long-term – A long-term objective is to build a replica of one or more former Island locomotives to enhance our historical portrayal. We recognise that it is in this area that many potential volunteers have an interest and skills to offer
- Ongoing – Currently, most of our trains are hauled by locomotives with no Island pedigree. We therefore wish to develop a fleet which fit the brand, (i.e. former Island-based locos, representatives of former Island locos, or representatives of locos that might have come to the Island), and which are capable of handling all of the required train services. The acquisition of No.2 *Yarmouth* in 2012 was a major step forward and we still seek to acquire any other former Island locos, representative examples of former Island locos (such as the remaining two ex-Island ‘Terriers’ or Australian Beyer Peacocks) should they ever become available. We would then be prepared to dispatch (either through sale or lease) non-Island locomotives should they become surplus to requirements, to fund and accommodate this aim if necessary. However, any such disposals could take place only if the locomotive being acquired adequately replaces the operational resource of the disposed locomotive

- Individual projects, properly managed and planned, will continue to be encouraged and facilitated wherever possible
- It is our policy to retain and maintain a reliable diesel locomotive capable of 'turn-key' operation for operating passenger trains at short notice and for emergency cover
- Liveries – Recommendations will fall within the remit of the heritage sub-committee

### Rolling Stock

- The need to maintain a serviceable fleet of carriages in a safe and respectable condition will always remain paramount
- This Strategic Vision supports the principles outlined in '20:20'(see appendix 1)
- Restoration and provision of suitable carriages as additions to our fleet remains a priority
- We will continue to actively support and encourage the completion of the projects within the HLF programme
- We are actively investing in underframe refurbishment
- Train sets must be capable of operating when required to secure all available traffic and other revenue-earning opportunities across the year
- We will continue to ensure that wheelchair facilities are available on every train in normal circumstances. We will also aim to ensure there is adequate storage for buggies and push-chairs on all trains
- A core long-term objective is to have the facility to operate all passenger carrying vehicles after dark
- A long-term objective is to create 'Formed' sets of vehicles (with spares) to show different historical periods, with some capable of push-pull usage; and we will develop set formations which are flexible enough to allow high capacity sets to be easily formed for use at peak times, or shorter, low capacity sets during off-peak times.
- We will continue to support the restoration of wagons for our heritage goods sets and their use on a regular basis and will target the remaining Island goods vehicles not in our ownership to complete this collection. We will also seek to acquire any relevant carriage bodies.
- We will complete the restoration and return to use of the former Ryde Pier Tram
- When the tube stock is taken out of service we will secure a representative example of the current Island line stock for static museum display. This may not be a complete vehicle, but could be a representative part of a vehicle imaginatively displayed
- We acknowledge that many potential volunteers have an interest, and skills to offer, in various aspects of rolling stock restoration and repair and will continue to encourage them.
- Wherever possible, individual projects, properly managed, planned and resourced, will be facilitated and encouraged

## Section 3.5 - Land and Property

Tying everything together are our land and property assets. We have worked hard over the years to secure the freehold of land and buildings, but have also relinquished some of these assets. In some cases it would be useful if we had retained ownership of these assets so wherever practicable we will always take a long-term view if considering disposal of land or property. Wherever possible, we wish to increase the level of customer access to our land, heritage areas and buildings to maximise the visitor experience.

Set out below are a number of proposals and objectives to maximize the use and convenience of our land and property assets.

### 1. Ownership and Purchases

Our general policy is to retain ownership of all existing land and property. Subject to adequate resources we will seek to own a number of additional properties. As a registered charity and in line with good business practice, we will not pay excessively over market value.

The additional properties we would like to own at some stage in the future include:

- All three of the domestic properties fronting Station Approach at Havenstreet. This will secure the whole site into our ownership, and provide buildings for items such as further staff accommodation/facilities, social facilities, administration offices, education facilities, a secondary 'Tea Room' adjacent to the entrance, or even offer revenue-earning potential through holiday lettings. Funding for these properties could be provided through commercial financing/mortgages secured on the properties themselves
- The stables and paddock fields adjoining the Barn Field. This will add to our land bank for car parking and to support special events and other activities
- Ashley station house and gardens. This is the only original building on our line and it is still largely in original condition. Securing Ashley station house will help us preserve another important piece of Island railway history(see below)
- The four acre field to the north of Wootton station

Further to the above, to protect our interests and to allow for future expansion, our general policy will be to pro-actively consider acquiring additional land alongside our line, especially around our stations, if and when it becomes available. It is acknowledged, however, that all existing land, and any additional land acquired, requires maintenance and this will be a specific consideration with any further acquisitions. We will always aim to provide adequate resources for the maintenance of all land owned.

### 2. Havenstreet

Havenstreet is, and probably always will be, our main base. As funding and land re-use opportunities arise we will re-arrange use of land and buildings. The aim will be to create a mix of 'living museum' and essential commercial activities in the core station area, flanked by engineering, administrative and other commercial uses which will be located so as to impact as little as possible on the core heritage area. Most engineering and material handling facilities will

be moved and located out of the public gaze. Our objective is to have little, if any, exterior stored project material. It will either have been restored and will be on show, or stored undercover.

It is also our long-term objective to adapt, where practical, the existing sidings and works structures into areas accessible by the public, to allow full display and interpretation of our restored artefacts as close to the station as possible. Additional covered areas and walkways could be constructed to provide a true all-weather attraction for the public.

Further development of the commercial, community and heritage events programme will require additional facilities, including new toilets of a modern standard, improved shelter for visitors during inclement weather, plus power, water and lighting to new parts of our site, good quality surfaced car/coach parks with lighting for night use, and increased storage for all areas of the business provided at point of use, rather than in any one central location.

Set out below are specific objectives for each part of the Havenstreet Site.

Car Park/Overflow Car Park – The main car park will have lighting provided. The roadways in the overflow car park will be properly completed.

It is a long-term aim to relocate the main vehicular access to a safer and more appropriate location.

The lower section of the overflow car park, between the Griffin's Field access road and the woodland, is to be reserved against any major building or development, as this area of land is potentially accessible by rail and may be required for future rail served facilities.

New Entrance Area – The entrance to the Railway is poor. We therefore plan to construct a new entrance building at the north end of the car park closest to the station. This is likely to contain a booking hall, delivery facilities, archive storage and research facilities for our Museum and Archive Department and toilets. It will also contain the Railway's main administrative offices, which will allow the financial and commercial functions to be located immediately next to the primary location for welcoming visitors and cash collection. The visitor entrance will then be between the Gas House and Carriage and Wagon workshop, although it is acknowledged that this will need a change in planning consent. Disabled parking will be provided close to this new building.

Station Drive and station yard – The drive must be retained to access the cottages and the station, but once the new entrance building has been constructed the existing ticket office could be removed or adapted to some other function. This area and the yard can be used to site interactive displays and items of interest. The original concrete permanent way hut in the north-east corner of the yard should be retained and converted for a permanent way display. The other hut should be removed and the area opened up for public circulation. Additional lighting, to allow evening operations, will be provided.

For the longer term our objective is to construct a public footbridge across the main road from the station yard to the Barn Field. It will run adjacent to the railway over-bridge from the point between the permanent way hut and the running line.

Barn and Field – The barn is currently being tidied-up, refurbished and improved, to provide storage for various departments. The field should be retained for supporting special events and, (subject to provision of suitable public access) could be used to hold events not currently suited to the Show Field (e.g. horse shows, the IW Ploughing Match, etc). Ballast loading and materials storage will re-locate to Griffin's Field. The old ballast handling area may make an ideal site for a small period goods yard display as this field has potential for rail access and planning consent for this exists.

The Station Area - The Southern Railway building and platform form our star exhibit and will be retained in Southern condition, with existing public facilities transferred to new structures on other parts of the site. The former station garden may also be included in this area, to provide a 'sanctuary' that can be enjoyed by our visitors. The station building and the operational facilities within it will be presented as faithfully as possible in original period condition. We acknowledge that during inclement weather, the platform and crossing are quite windswept and exposed to the elements. As we are unable to construct a shelter over the platform, we wish to increase sheltered areas elsewhere on site.

Additional locomotive watering facilities at the western end of the site could allow for more flexible working and increased train lengths. Extra lighting, to allow evening operations, will be provided.

Engineering – Our aim is to locate most engineering functions within Griffin's Field, keeping heavy engineering, repairs, major restorations, loco operations and coaling and all permanent way facilities away from the core station area. We acknowledge that the current engineering workshop is inadequate for current and future operating demands and, when designed, was not intended for such intensive use. The construction of a new larger mechanical workshop and running shed have been identified as requirements for Griffin's Field (see below) and we will invest in bringing the mechanical engineering facilities up to the standard required to meet our commercial and operating needs.

In the short term we are investing in improved ground surfaces around the engineering yard to enable safe use of these areas for working on locomotives and storing dismantled parts during overhauls.

Once new locomotive facilities have been constructed, the current loco works could provide further facilities for Carriage and Wagon and/or maintenance facilities for our diesel locomotives..

In line with our charitable and educational aims, we will increase public access to these areas. It is a future intention to display items of interest and historic artefacts such as the former Ryde St. John's Road sheer-legs and wheel lathe.

The current C&W Workshop, which was constructed in 2004 with the benefit of an HLF grant, will remain as the Railway's principal workshop for carriage and wagon restoration, repair and maintenance. We acknowledge that, if the main engineering workshop is relocated to Griffin's Field, the C&W Workshop will be separate from other engineering functions. However, with its public access it is well located as one of the public facilities within Havenstreet station.

Griffin's Field – Construction of new permanent way and mechanical engineering facilities are now the priorities here.

Detailed specifications for heavy engineering to meet our current and future needs are now under consideration and initial proposals are for a two-road running shed with coaling facilities, a heavy engineering workshop with space for a boiler shop, offices, secure stores and messing facilities. Within and around the new building there must be concreted space for loco dismantling and open storage of items awaiting repair.

The new mechanical engineering facility will have a public viewing area and sufficient space for any 'new' Island loco to be built and/or restored.

All heavy engineering and major restoration work will therefore be moved away from the core station area. Similarly, all engineering storage and all Permanent Way materials handling and storage will be located in Griffin's Field.

Our permanent way department manages a significant budget and has a substantial amount of equipment to maintain in order to discharge its responsibilities. A further building is required for offices, small workshop area, storage of vulnerable items, messing, lockers, washing and toilets.

Train Story, opened in 2014 has proved a great success both in our ability to store our historic vehicles under cover and in providing a major new point of interest for our visitors. However, we already have a need for further storage space and are examining the possibility of a further building on the south side to include further undercover storage and space for purpose-built museum galleries

We will bring the quality of trackwork on the north-western siding up to passenger carrying standards so that we can offer opportunities such as brake van rides and rides on the Ryde Pier Tram. We will also need a short platform for this near the display of concrete running-in boards on the path to *Train Story*.

'Plessey Building' and its replacement – Although temporary refurbishments were carried out in 2013, the structure will ultimately need replacing. Ideally, in its place, there would be no more than an open vista into the Show Field, opening the view from the station and enhancing the feeling of a rural station. We propose to replace it with a single-storey, multi-purpose education/exhibition/hospitality building. It will locate either on the footprint of the existing building or on an equivalent or greater space to the west of the refreshment building.

It will be open plan with sliding walls and patio doors opening onto the Show Field, providing total flexibility for exhibitions, conferences, hospitality, catering, AV presentations, covered exhibits and so on.

Volunteer Accommodation, Gas House, Museum and Shop – We will consider providing a canopy over the front of the Gas House and/or shop building, to provide some shelter for visitors during inclement weather. The shop will remain in its present location but could be extended southwards, towards the proposed entrance building.

Our aim will be to release the remainder of the first floor of the Gas House for further staff facilities. These could include a bar and social area, more sleeping accommodation, locker room and so on. In the long-term, we wish to see volunteer accommodation and social facilities located away from our core heritage and commercial area.

Visitor Toilets - The toilets located off the Refreshment Rooms are used only by visitors to this building and are not readily available when the Calbourne room is closed for private functions. The previous disabled toilet by the shop was of minimal help, but this facility has now been incorporated into the new volunteer accommodation building and its use has increased significantly. The main toilets in the station building are inadequate for modern needs. In the short-term, we have positioned a small temporary toilet and shower facility in the Show Field. We are considering providing new toilets in the Entrance Building, the Plessey Replacement Building and the proposed Museum/storage building in Griffin's Field.

Refreshment Rooms – Consideration is being given to extending the Refreshment Building into the showfield to provide extra capacity.

#### Children's Play Area

This may require partial relocation

Show Field – The maximum area possible will be reserved for special events of all kinds. However, consideration is being given to the construction of a barn type structure to provide storage facilities and to host larger special events. Any future development in the Show Field will be restricted to provision of event related facilities.

### 3. Wootton

Wootton will be maintained as a quiet rural terminus. It is an ideal location for development of replica heritage facilities and plans are now progressing to further develop the site in the style of an IWCR station of 100 years ago.

Track Layout - Subject to being able to maintain adequate visibility from Packsfield Crossing, the siding will be reinstated. This has the advantage of not only being available for the storage and display of restored rolling stock but also to provide greater operating flexibility when required on special operating days. The siding will be constructed by using SW chairs recovered from the main line, thus recreating a stretch of heritage track as recommended in the Heritage Policy Discussion Paper issued in 2006.

A new siding will be constructed off the existing loop, running adjacent to the fence line and including a short dock. The area will have public access and be displayed as a small goods yard. On special days the yard could provide shunting demonstrations. Consideration is also to be given to construction of a second platform capable of taking the Ryde Pier Tram or push-pull train.

Signalling – The signal box has been relocated to the platform and full signalling, in the style of the IWCR will be installed to allow block working when required between Havenstreet and Wootton.

Utilities - Full lighting, to allow evening operations, will be provided throughout the site. A more permanent surface needs to be applied to the platform. A suitable waiting facility for passengers, toilet facilities and a ticket office in the style of the original station building at Havenstreet has now been provided, as have interpretation boards.

Other - In designing the layout of the site, full consideration must be given to making as much of it as possible accessible to visitors.

Joint Partnerships - We consider that there may be a case for a joint partnership with others; for example, a local caterer or a local heritage centre. This should be investigated further with the Parish Council and others.

Undertaking the Work - Developing the elements described above will constitute a long-term, ongoing and significant project which can act as a focus for significant volunteer input for many years to come. It is an ideal project for a volunteer team to take on as 'theirs', which we will actively encourage. We see such a team being volunteer-led and working under delegated authority, but working with, and drawing on the expertise of, our paid workforce, under the overall management and guidance of the Engineering Manager.

#### 4. Ashe

It is our policy to acquire Ashe station house and grounds. Such acquisition would probably be with the assistance of a grant or commercial mortgage. Our intention is to restore the station as an authentic railway building, but possibly gaining an income from it as a holiday let and/or as a period tea room and garden. It is noted that Ashe station is located in an area popular with walkers.

Once acquired, a reinstated loop would add flexibility to our operations and a siding could allow displays of restored vehicles, added interpretive facilities, or the provision of a camping coach. The long-term possibility of acquiring or leasing land to reopen the quarry branch is worth noting.

We are aware that, if required, it may be possible to provide a loop to the east of the current station.

For the foreseeable future (until the former station house can be acquired) the station will remain largely in its current state with small improvements as finances and manpower allows. Again, the care and improvement of Ashe is seen as an ideal project for a volunteer team to take on with the support and guidance of the Engineering Manager. Simple lighting, to allow evening operations, will be provided.

#### 5. Smallbrook Junction

It is not intended to develop Smallbrook into anything other than an interchange station with its current basic facilities. Lighting, to allow evening operations, should be provided.

In the event of an extension to Ryde, the loop will be retained for additional flexibility in operating the railway (although this may not be required if the loop is replaced at Ashe).

We are aware of the major development proposal near Smallbrook and are monitoring this closely.

#### 6. Ryde St. John's Road

We are actively pursuing the opportunity to extend our operations into Ryde St. John's Road station and, if this becomes possible, will seek to maximise the commercial and other opportunities it may provide. We acknowledge that any such extension may radically alter our operations and may trigger a review of this document.

### 7. Newport

The policy to extend to Newport if and when realistic will remain, although we see no immediate prospect of this happening. We are aware that the former Whippingham station, which is another rare example of an IW Central Railway station building, still remains largely intact. We have no immediate plans to pursue or fund its acquisition, but nonetheless we would welcome it into our ownership as a long-term heritage asset should a Newport extension become feasible.

### 8. Island Line

In the unlikely event of Island Line closing we will consider the best way to minimize disruption to our own operations while maximizing on any heritage, PR and customer opportunities which may arise. We would not consider running it as a public transport undertaking but would actively pursue the prospect of operating parts of it as a heritage operation.

### 9. Property Maintenance

A property management team will be required to care for all our land and property assets in the longer term. The care and maintenance of our property is seen as ideal for substantial volunteer input working with, and drawing on the expertise of, our paid workforce, and under the overall management and guidance of the Engineering Manager.

## **Section 3.6 – Other Attractions**

We will monitor any proposals for developments on land adjoining, or close to, our property and, where necessary, take appropriate action to achieve the best outcome for the Railway, such as the Haven Falconry Centre on land leased to the operator by the Railway

## **Section 3.7 – Commercial Outlets, Administration, Support and Other Functions**

Our supporting commercial functions (shop and catering), administration, finance, marketing, IT systems and office support have grown organically with the business. These are all essential, not only to our day-to-day well-being, but to our survival in today's business and operating environment. We therefore recognise the need to properly invest in these areas to ensure that all parts of the organisation function effectively, and to ensure we maximise our revenues.

### Shop

We have upgraded the shop to ensure it presents an attractive and rewarding experience for our visitors. We will consider the possibility of providing basic retail facilities at Wootton and Ryde, if an extension happens.

### Catering

We recognise that our catering must continue to offer products appealing to today's visitors, and must keep abreast of changes in tastes and needs. We will consider the possibility of providing basic catering facilities at all our stations, particularly at Ryde St John's Road if an extension takes place.

### Marketing and PR

We recognise the importance of effectively presenting our Railway and events to the outside world to ensure we continue to attract visitors. We will continue to invest appropriately in advertising, marketing and PR.

We are now a major partner of Visit Isle of Wight and at all times we will endeavour to maintain and strengthen our relationships with local and regional tourist bodies, other heritage attractions and museums, transport operators, and other visitor attractions for our mutual benefit, and to ensure we continue to be one of the leading visitor attractions on the Isle of Wight.

### Administration

We will ensure that our systems are sufficiently modern and comprehensive to fulfil our requirements.

### IT systems

The Railway has recently invested heavily in new IT facilities. However, we will invest further in this area to ensure we have a fully integrated system serving all departments, and we will develop systems capable of better targeting and serving our visitors.

### Ticketing

We have invested in an electronic point of sale system and, notwithstanding our commitment to robust revenue protection, will endeavour to work with the provider to replicate Edmondson style ticketing as far as possible.

### Our Magazine – Island Rail News

We will continue to invest in a high-quality members' magazine for the foreseeable future. However, we will aim to also publish this online in due course. We will monitor developments in electronic communication to take advantage of any appropriate new methods to reach our membership.

### Website

We recognise this as an essential marketing, communication and sales tool.

## Section 4 – Funding

### Section 4.1 – Financing the Vision

In setting out these aims and objectives for the future, we recognise that developments of this nature cannot be funded purely from our own operating revenue. We currently generate a modest annual surplus which is enough for a slow drip-feed progression.

The sample estimated figures below reveal the sort of costs and therefore the levels of funding likely to be required for the capital projects outlined in this document, excluding possible extensions and new builds. It must be noted that these figures are unaudited, subject to detailed review and are for indicative purposes only.

#### EXPENDITURE

The Forward Planning Committee is currently working on a ‘Grand Plan’ to complete the infrastructure at Havenstreet within a single major scheme. An idea of the costings is given below.

Lighting	£15,000
Locomotive Facilities	£1,000,000
Plessey Replacement Building	£400,000
Entrance Building	£450,000
Extension to Refreshment Building	£150,000
Shop Extension in Gas House	£30,000
Museum/Storage Building	£1,000,000
Carriage and Wagon Facilities	£50,000
Civil Eng Facilities	£30,000
Tram/Push-Pull Platform	£20,000
Restoration of EI	£250,000*
Contingency	£280,000
<b>TOTAL</b>	<b>£3,675,000</b>

\*The restoration of the EI, while not an infrastructure item, is included so that the Harvey legacy, which is set aside for this project, could be considered as matching funding.

#### OTHER STATIONS

Ashey (purchase and restoration of building and station)	£400,000
Wootton (completion of proposed works)	£200,000

In additions to the three major proposals detailed above, funds will always be needed to complete smaller projects such as carriage and wagon restoration, the purchase of historic artefacts and many other items.

## **INCOME**

**HAVENSTREET** - The 'Grand Plan' to complete the infrastructure at Havenstreet will only be achieved by a substantial Grant Aid. The matching funding required for this could be achievable by the use of legacies or our own fundraising.

**ASHEY** – This could be purchased using a grant, legacy or mortgage, supplemented by our own fundraising.

**WOOTTON** – This project is unlikely to attract significant grant funding. However, its completion is likely to be spread over several years, so it should be possible to finance it largely by our own fundraising.

If we are to fulfil this Vision, we need to be smarter with our use of assets (human, mechanical and property); continue to control costs closely and obtain best value in all our processes; create new ongoing income streams; and also not forget 'how to be poor'.

Each is essential to the generation of more cash to fund the vision. We have already started down this road with new events and new selling outlets on the Havenstreet site. But much, much more is required.

### **Section 4.2 - Other Sources of Revenue**

Special Events/Promotions – The existing programme of special events will be retained and refreshed as necessary. New events and customer promotions are being introduced with the aim of offering something different, new and special as often as possible through the operating season. Effective use of staff and volunteer input here will be crucial to ensure new volunteer input is found and staff time involved is not to the detriment of the overall operation. We have a Special Events Officer whose brief is to create new events to broaden our appeal and generate new revenue streams, together with building a team of volunteers to assist with developing and running special events.

Website and Online – The Railway introduced a much-improved website in 2010 which meant on-line payments were possible for the first time. However, further developments to include such facilities listed below are now being implemented.

- A positive and attractive 'shop window' for the world
- Clear and easy to follow customer information, including opening information, events, downloadable map, facilities, etc
- A prominent, easy-to-use and properly promoted online booking facility

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- An online shop, prominently marketing items for purchase
- Downloadable offers and vouchers for special offers
- Interactive items to keep users on our site – e.g. games, surveys, competitions, forums, discussion board, occasional podcasts, film of the Railway, etc
- Facility for data capture
- Online advertising (e.g. from suppliers, other railway related businesses, other railways, Island businesses, etc)
- Continuing improvements to our social media presence

External Users and Corporate Business - Hire of our facilities for weddings, parties, conferences and training seminars, and hire of the Show Field for external fairs, shows and other events.

Filming Contracts and Photo Shoots – The Railway is already listed as a highly useable location on the dedicated website that lists film and TV locations on the Island. We will widen our marketing to different media and to location-finders, and ensure there is an ongoing drive to promote the Railway as a suitable location. The return to steam of *Calbourne* in 2010 led to a number of profitable photographic charters, something we intend to build on.

Hiring out of Locomotives – We are aware that locomotive hiring elsewhere has proved expensive for loco owners, so subject to a full assessment of our needs at the time, and providing it is financially worthwhile, short-term or even long-term locomotive hire could take place. The Ivatt tender locomotive is currently on loan to the East Somerset Railway as part of the E1 acquisition.

Joint Ventures with Other Attractions – We will consider suitable joint ventures with other attractions.

### **Section 4.3 – Grants and Fundraising**

Funds raised through sponsorship, business partnerships, grant-aid, legacies and donations will be the key to fulfilling most of the ideas in this Strategic Vision. Since this document was originally published in 2009, we have raised over £1,700,000 for different projects. However, we acknowledge that we can still develop our activities in this area. We need additional people and skills to complement and enhance the current fundraising work.

Prioritising - This Strategic Vision is not viewed as an 'all or nothing' exercise. It is working in a logical manner to develop from what we have already achieved. Which projects are carried out and the timing of these will depend on our particular needs at the time and the available funding.

Whether we focus on individual projects or several to be undertaken together forming a larger package, flexibility is essential. At each stage we will also re-confirm that we are being realistic in our costings and timescales, and ensure we are not jeopardising or risking our achievements so far.

## **Section 4.4 – The Fund-raising Sub-committee**

We have established a fund-raising sub-committee, whose initial brief was to consider the best way to proceed. Fundraising is critical to the implementation of this plan and to the continuing success of the Railway. The Group has been established by and will report to the board and its members will focus on securing funding from a wide variety of sources including:

- Grants
- Appeals and Donations
- Legacies
- Sponsorship and Business partnerships
- Specific fundraising events and activities
- In-house opportunities such as the annual draw, social events and on-site collections

It currently comprises the general manager, the Railway's special events co-ordinator, the company chairman and two other directors. Since 2009 it has been relatively successful, raising around £50,000 per year for various appeals. However, it is still seeking a principal mentor and benefactor who may be able to open and exploit business and corporate connections. He or she may also chair the Group.

## **Section 5 - Environment and Education**

The Railway is aware of its responsibility to have environmental and educational policies and these can be found as appendices to this document.

## **Section 6 – The Story So Far and The Next Steps**

### **Section 6.1 – The Story So Far**

Since the publication of the original Strategic Vision in 2009 much has been achieved:

1. Phase I of the Wootton Project, including a new station building with modern facilities for our staff and visitors, has been built and extensions to the headshunt, loop and platform completed. The signal box has been re-located on the platform.
2. *Calbourne, Newport* and the two Ivatt tanks have been returned to steam.
3. *Train Story*, which opened in 2014, now provides covered storage and a major new facility for our visitors.
4. Basic facilities have been provided at Smallbrook Junction
5. The EI locomotive has been acquired for the Railway, thanks to a very generous bequest
6. Carriage 2403 has entered service, giving us wheelchair facilities on every train in normal circumstances and when LBSC 4115 enters traffic we will have two four-wheeler brake coaches.

7. We now have a unique collection of restored wooden-framed heritage goods wagons which are regularly used in service.
8. Restoration of the Ryde Pier Tram is progressing.

## **Section 6.2 - Feedback and Support**

In the preceding pages you will have been reminded how much our Railway has achieved over the past 40 years, together with how much it takes to keep us going today!

We have given a wide-ranging set of ideas and proposals for taking our Railway forward over the next 20 years, opening up exciting new opportunities for preserving, operating and expanding our piece of Island railway history.

So what are the next steps?

- We welcome your active participation in offering constructive comment and new ideas to contribute towards fulfilling this Strategic Vision. We will be pleased to hear from you ...
  - In writing ... Please write to The Chairman, c/o The Railway Station, Havenstreet, IW, PO33 4DS
  - By e-mail ... Please e-mail [forwardplanning@iwsteamrailway.co.uk](mailto:forwardplanning@iwsteamrailway.co.uk)
  - Or if you would like to meet one of the Forward Planning team in person, please liaise with Peter Vail to arrange.
- We welcome contact from you if you are able to offer ...
  - assistance as part of our Fundraising team
  - your services as part of the special events team
  - experience in museums, fundraising, civil engineering, mechanical engineering, building construction or project management which could assist the board and management team
- We welcome active assistance from you as a working volunteer, helping to operate our Railway – whether you have just a day or so every now and then, or more spare time to offer, your Railway welcomes your participation!

We look forward to hearing from you ...

**ISLE OF WIGHT STEAM RAILWAY**

## Appendix I

List of documents used in drawing up the Strategic Vision.

- The Railway Company's founding aims and objectives as set out in the Memorandum and Articles of Association
  - 20:20 Vision – A Carriage and Wagon policy document
  - Papers on locomotive policy (dated September 2001) and locomotive provision (dated November 2004) from the CME
  - Papers on the mechanical engineering department (dated May and June 2006)
  - The Heritage Policy, the Heritage Policy discussion paper and other supporting papers (dated September 2006)
  - A report into the mechanical engineering facilities (dated November 2007) from J G Peters
  - Papers on operating requirements (dated March and April 2008) from the Operating Manager
  - A paper on C&W provision (dated May 2008) from the CME
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## Appendix 2

### Isle of Wight Steam Railway

#### (Isle of Wight Railway Co. Ltd & IWR Trading Ltd)

#### Environmental Policy

The Isle of Wight Steam Railway serves the Island community and its visitors in many ways: as an important tourist attraction; as a major employer, trainer, supporter of local business, plus as an educational and historical resource.

It recognises its role to act as a responsible member of the Island community, to meet its obligations to act in an environmentally aware manner in its actions and business dealings, together with the importance of demonstrating this environmental awareness. It also broadly supports the objectives outlined in the “2020 Eco Island” and “Green on Wight” initiatives of the Isle of Wight Council.

The railway is therefore committed in its operations to working in a manner that, where it is practical and does not directly conflict with its core objectives:

**ISLE OF WIGHT STEAM RAILWAY**

1. Minimises waste, encourages waste recycling, and the use of recycled and environmentally friendly materials.
2. Conserves energy, encourages sustainability and use of renewable energy sources.
3. Takes precautions to protect flora and fauna.
4. Minimises pollution.
5. Encourages efficient use of the natural resources at its disposal.
6. Uses local suppliers in its business dealings.

Detailed procedures and lines of responsibility for implementing this policy are contained within the company's Safety Management System, Safety Procedures Manuals and detailed departmental instructions.

## **Appendix 3**

### **Railway Education Policy**

**Aim:** – The Railway is committed to achieving the maximum accessibility of its railway line, associated buildings and structures, rolling stock, ephemera, archives and operation to educate, train and otherwise inform on the history of the railways which operate or previously operated on the Isle of Wight.

#### **Objectives:-**

Operate the railway to demonstrate the development and history of train travel.

Demonstrate the social history of the railway for passengers, other users and employees.

Demonstrate how the railway conserves and restores significant artefacts.

Provide interpretive displays and programmes.

Provide access to the Railway's archives, photographic and other collections.

Provide a programme to promote and support visits by educational groups.

Provide facilities for research.

Provide training in the operation of the railway, in the maintenance and restoration of its assets and engaging with our visitors to aid their fulfilment.

**In operating this policy, the Railway will:-**

Research the interests of all its visitors and potential visitors to provide data to match their needs with our objectives and to keep track of changes in their profiles and build new audiences.

Seek sources of funding and 'in kind help' to enhance our provision.

Maintain and develop the management of provision.

Make use of all manageable forums and media to disseminate our objectives, as appropriate.

Use resources that facilitate different learning styles, ie kinetic, auditory and visual, as appropriate to provide a multi-sensory experience.

Develop provision to meet the needs of different types and ages of visitors.

Endeavour to meet the needs of both formal and informal education.

Regularly review our provision across the railway to ensure where possible changing needs are met with changed provision.

Value and celebrate the contributions of volunteers and staff and helping them maintain their skills and develop new skills as appropriate.

Develop the skills of volunteers and staff to provide first person interpretation.

Maintain and develop contacts with appropriate professionals and other bodies to enhance our provision and contribute to theirs.

**In developing this policy the Railway would wish to achieve these visitor outcomes:-**

Gain first-hand experience of train travel from a bygone era.

Understand the history and significance of the railways to the social history of the Isle of Wight.

Understand the process of restoration and conservation relating to the railway's rolling stock and other artefacts.

Have multi-sensory access to rolling stock and other artefacts, thus enabling first-hand interpretation.

Have a great day out, which exceeds being purely entertainment.

**The Isle of Wight Railway Co Ltd.  
6<sup>th</sup> June 2009 (Revised 2013 and 2017)**

**ISLE OF WIGHT STEAM RAILWAY**